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California Public Employees' Retirement System Enterprise Risk Management - Residual Risk Report									
Strategic		Operational		Financial / Reporting		Ethics / Legal / Compliance		Investments	
 Health Care Reform	➡	 Business Planning	⬇️	 Cash Management	⬇️	 Fraud	⬇️	 Investment Policy	➡
 Health Care PPO Funding	➡	 Organization	➡	 Financial / Administrative Controls	⬇️	 Compliance with Laws and Regulations	➡	 Leverage	➡
 Health Care Costs	➡	 Procurement and Contract Management	⬇️	 Fiscal Planning	⬇️	 Policy Compliance	⬇️	 Counterparty Exposure	➡
 Long Term Care Program (Top Risk)	⬇️	 Business Continuity Management	⬇️	 Reporting	⬇️	 Ethical Conduct	⬇️	 Investment Risk Management (Top Risk)	⬇️
 Pension Funding (Top Risk)	➡	 Performance Management (Top Risk)	⬇️	 Administrative Accounting	⬇️	 Legislative / Regulatory	➡	 Liquidity	➡
 Pension Reform (Top Risk)	➡	 Operational Controls	⬇️	 Investment Accounting	⬇️			 Investment Controls and Systems (Top Risk)	⬇️
 Actuarial	➡	 Technology / Systems Management	⬇️						
 Governance / Leadership (Top Risk)	⬇️	 Information Security (Top Risk)	⬇️						
 Strategy and Policy	⬇️	 PSR (Top Risk)	➡						
 Stakeholder Perception	⬇️	 Customer / Member Service	⬆️						
		 Human Resources Management	⬇️						

Key

 Considering controls currently in place, the remaining risk exposure is <u>minimal</u> .	⬇️ Considering planned mitigations and environmental factors, the risk is expected to <u>decrease</u> over the next 3-6 months
 Considering controls currently in place, the remaining risk exposure is <u>moderate</u> .	➡ Considering planned mitigations and environmental factors, the risk is expected to <u>remain constant</u> over the next 3-6 months
 Considering controls currently in place, the remaining risk exposure is <u>elevated</u> .	⬆️ Considering planned mitigations and environmental factors, the risk is expected to <u>increase</u> over the next 3-6 months
 Considering controls currently in place, the remaining risk exposure is <u>high</u> .	